LARGE SIZE PROGRAM AGILE

BY MELON GUAN

Agile Tour Kuala Lumpur 2023 | Meet Speaker

OCT 24

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Head of Delivery
#1 Bank in Hong Kong

Massive Breakthrough, Cost Down, and Speed Up: Pioneering with AI-driven Agile Delivery

In today's global banking landscape, I face off challenges like never before – large-scale programs, diverse teams across different time zones, and varied practices. But at Global Bank, we've been pioneering AI-driven Agile Delivery, and I'm excited to share our incredible journey with you!
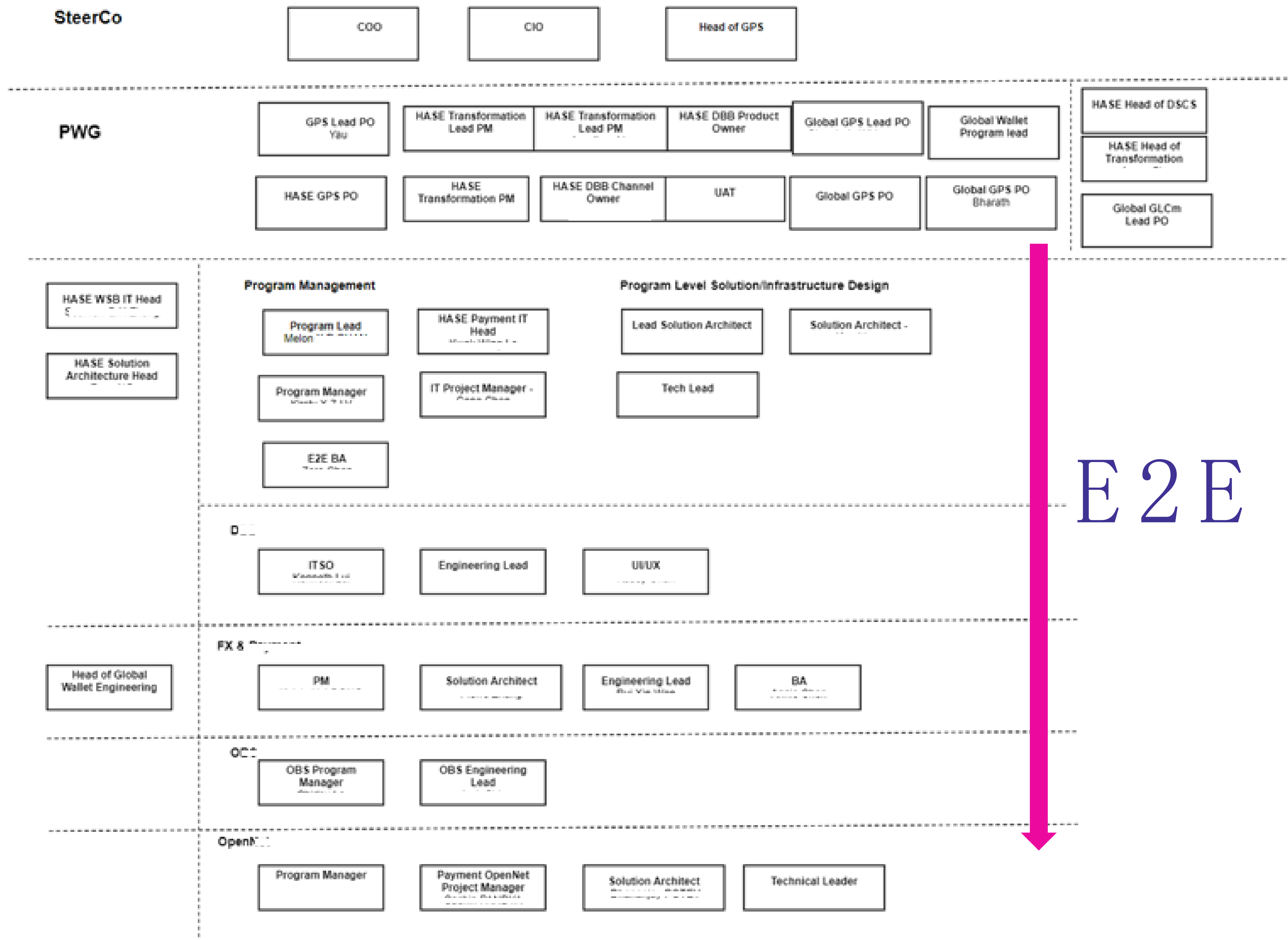
Imagine orchestrating global product development and deployment in over 16 key markets within just 6 months. It's a challenge I embraced head-on and conquered!

Join me as I reveal how we've harnessed the power of Scrum@Scale, Scaled Agile Framework (SAFe), and Behavior-Driven Development (BDD) to manage large-scale programs with over 10 internal and external teams.

Using **Scrum@Scale** and **SAFe** methods for large size program in the bank:
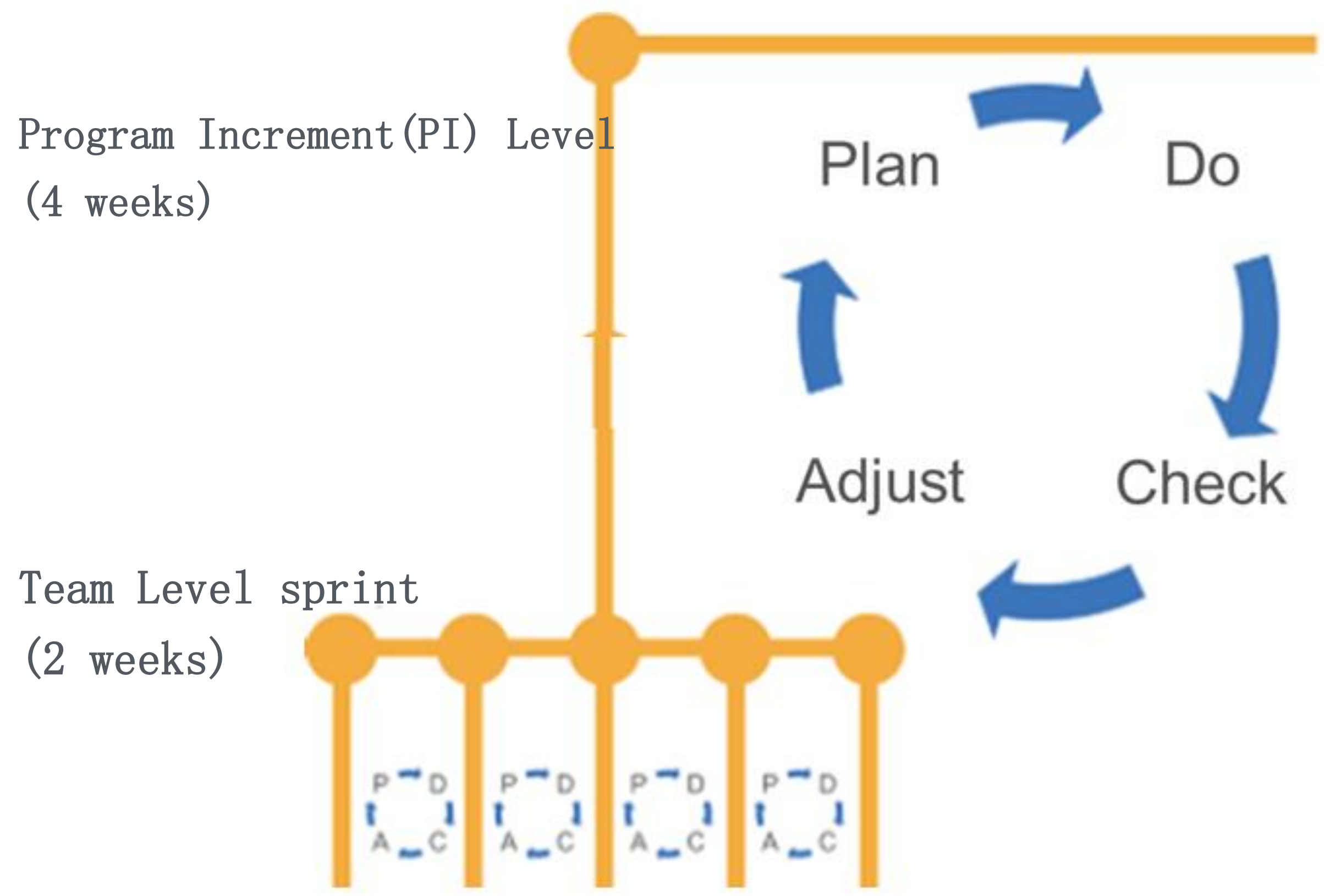
- **10** Teams for **6** months deliver cycle (5 external teams + 5 internal teams)

- **USD 1.8M** project size with **0** testing defect was raised during the cycle

- **30 minutes** PI Planning with 1 month per PI.

- **NO** additional test case via fully using user stories for test.

- CIO, Business and IT **Satisfaction** is received

Our Implementations

SteerCo

| COO | CIO | Head of GPS |

PWG

| GPS Lead PO Yau | HASE Transformation Lead PM | HASE Transformation Lead PM | HASE DBB Product Owner | Global GPS Lead PO | Global Wallet Program lead |

| HASE GPS PO | HASE Transformation PM | HASE DBB Channel Owner | UAT | Global GPS PO | Global GPS PO Bharath |

| HASE Head of DSCS |
| HASE Head of Transformation |
| Global GLCm Lead PO |

Program Management

| HASE WSB IT Head |
| HASE Solution Architecture Head |

| Program Lead Melon | HASE Payment IT Head |
| Program Manager | IT Project Manager - |
| E2E BA |

Program Level Solution/Infrastructure Design

| Lead Solution Architect | Solution Architect - |
| Tech Lead |

E2E

D___

| ITSO | Engineering Lead | UI/UX |

FX &

| Head of Global Wallet Engineering |

| PM | Solution Architect | Engineering Lead | BA |

OC__

| OBS Program Manager | OBS Engineering Lead |

OpenN___

| Program Manager | Payment OpenNet Project Manager | Solution Architect | Technical Leader |

Cross Functional Team(Value Stream) Structure

Program and Team Cadence

Program Increment(PI) Level
(4 weeks)

Plan → Do → Check → Adjust (cycle)

Team Level sprint
(2 weeks)

P D A C P D A C P D A C P D A C

October

Su	Mo	Tu	We	Th	Fr	Sa
1	2	3	4	5	6	7
8	9	10	11	12	13	14
15	16	17	18	19	20	21
22	23	24	25	26	27	28
29	30	31				

Sprint 1

Sprint 1 Review (for working group)

Sprint 2

November

Su	Mo	Tu	We	Th	Fr	Sa
			1	2	3	4
5	6	7	8	9	10	11
12	13	14	15	16	17	18
19	20	21	22	23	24	25
26	27	28	29	30		

System Demo (integration, for all stake holders)

Scrum of Scrums and Meta Scrum Team Implementation

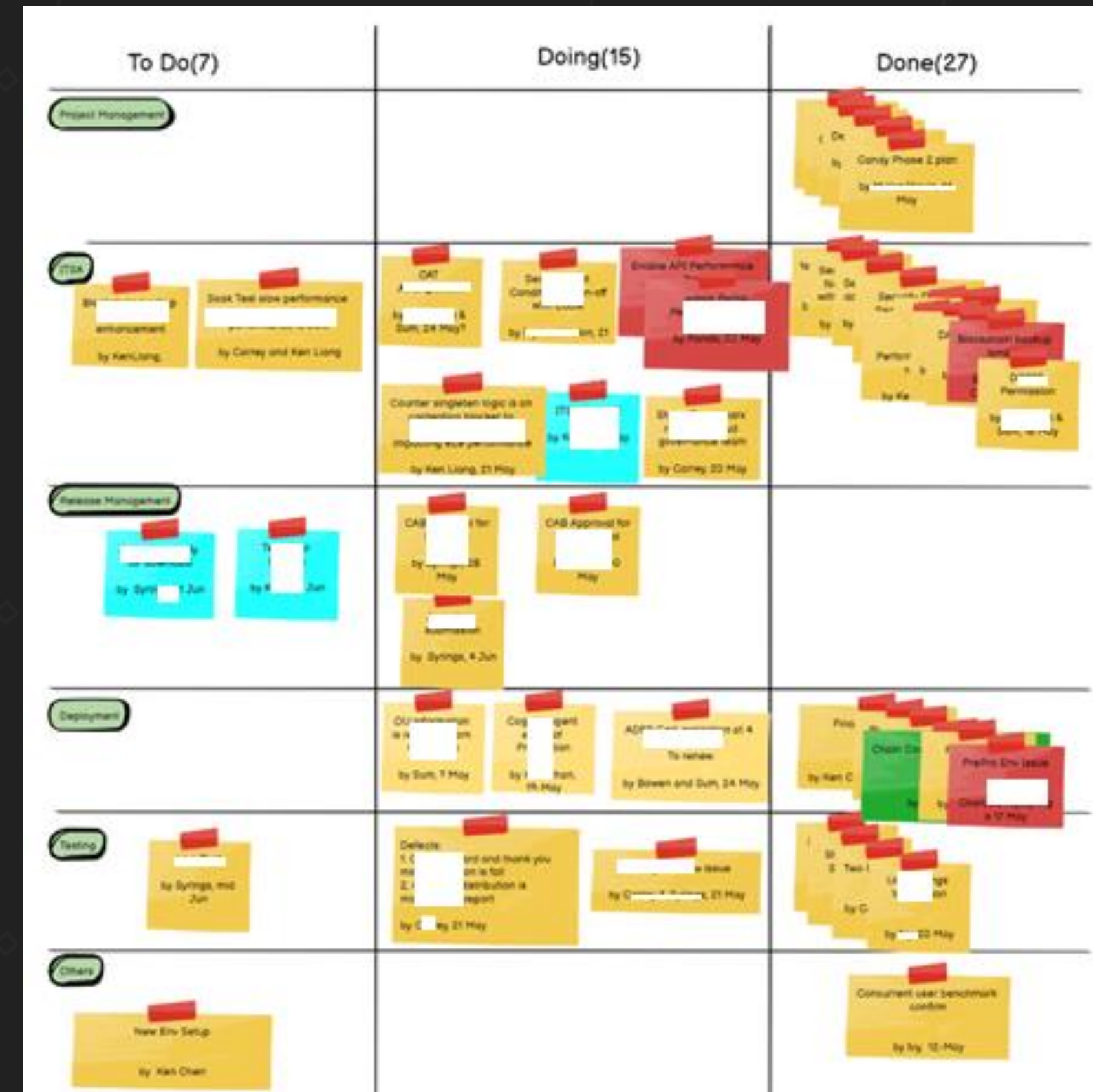Ivan from business Scrum Master hosting 3 times a week

(Per call 15 minutes)
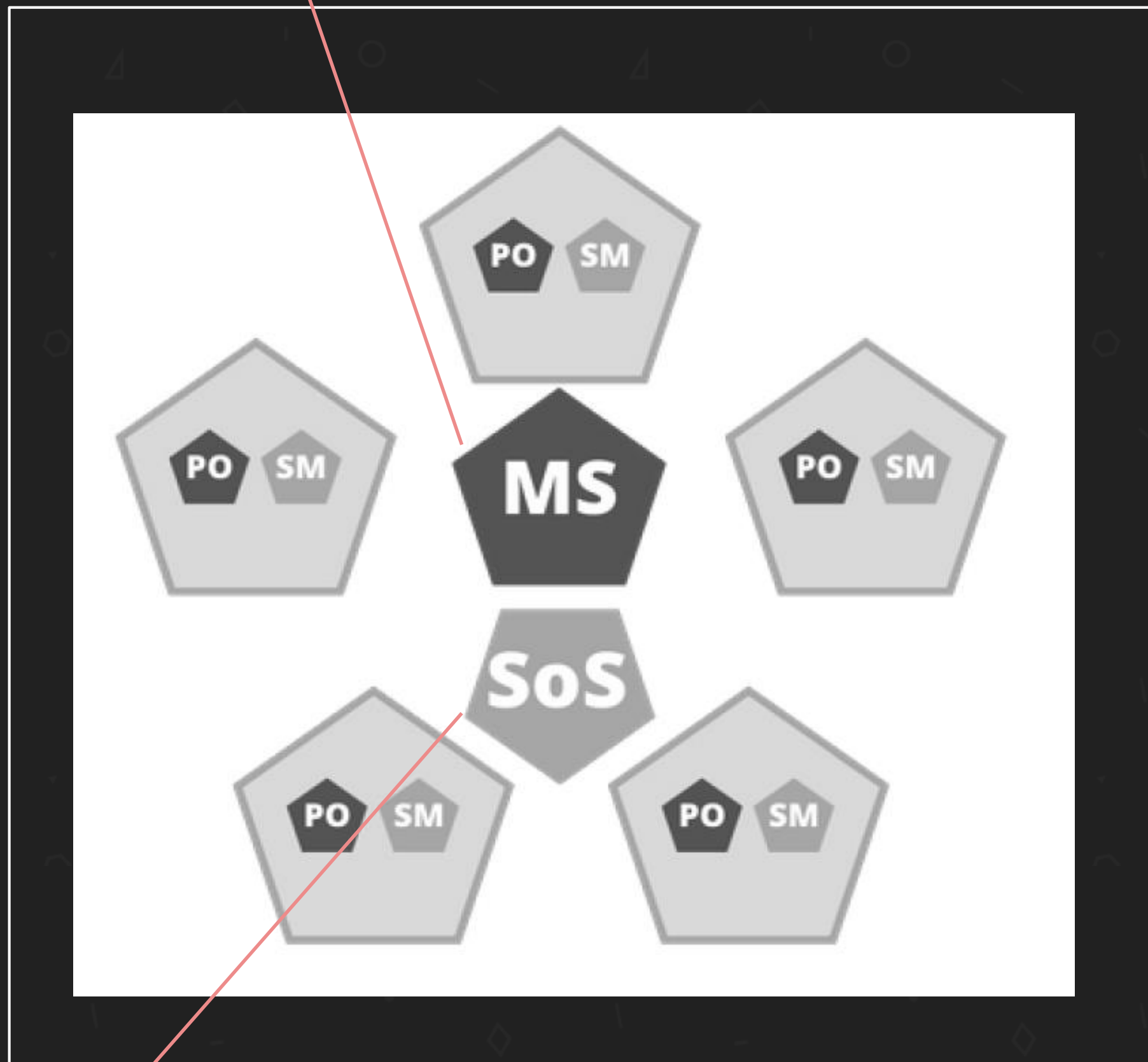
Alex hosts daily call

(Per call 15 minutes)

Scaled Daily Scrum of SoS or MS Kanban

PI Goals and Priority – Program Level

All **Feature** level backlog items should be UAT Done or Production launch

Feature Level

PIs	Onboarding & Subscription		Transfer flow	International payment	Billing
	Business: Mich...ung IT: Di		Business: Mich.... IT: Di	Business: Mic IT: D	Business: IT:
PI 1 5 Oct - 3 Nov 2023 Key Goals 1) Foundation Setup of Quantum 2)Two DBB onboarding Pages + 1 Q... service 3) OBS Testing (RC comment is received, on hold 3 features to PI 3)	SIT — GW Function Entry - B	Instruction Page - F/E (D)			
	SIT — GW Product Info Page(D)	Preview Page - F/E (D 3)			
	In Dev — Create Global Wallet ID in Q	Completion Page - F/E (D 3)			
	ToDo — Entitlement Management(D)				
PI 2 6 Nov - 1 Dec 2023 Key Goals		Todo — Preview Page - F/E (D)			
	Todo — Instruction Page - F/E (D__)	Todo — Completion Page - F/E (DE)			

Sprint Goals and Priority – Scrum Team Level

| Status: | TODO | → | IN DESIGN | → | DESIGN DONE | → | IN DEV | / | IN PROGRESS | → | DEV DONE | → | READY FOR SIT | → | SIT IN PROGRESS | → | READY FOR UAT | → | UAT IN PROGRESS | → | DONE |

No.	Epic	Story	IT Owner	UAT Owner	Mid PI-Status	PI Goal	Init Status	Planned SP	Remain SP	Bu SP
1	enable	🔖 HASEWATER-18 - Enable the channel service **TO DO**	SP	Brian	**DONE**	**DONE**	**TODO**			
2	collection (Scan)	🔖 HASEWATER-9 - Create a request - Happy flow **TO DO**	SP	Brian	**DEV DONE**	**DONE**	**TODO**			
3	collection (Submit)	🔖 HASEWATER-14 - Submit the order - Happy flow **TO DO**	SP	Brian	**DEV DONE**	**DONE**	**TODO**			
4	collection (Inquiry result)	🔖 HASEWATER-16 - Obtain the result - happy flow **TO DO**	SP	Brian	**DEV DONE**	**DONE**	**TODO**			
5	Settlement	🔖 HASEWATER-26 - Generate the Recon file and details files **TO DO**	Jinmem	Kelly	**SIT IN PROGRESS**	**DONE**	**TODO**			
6	Settlement	🔖 HASEWATER-27 - Obtain the Recon file and Transaction details files from gateway **TO DO**	Jinmem	Kelly	**SIT IN PROGRESS**	**DONE**	**TODO**			
7	Settlement	🔖 HASEWATER-28 - will obtain the Transaction details file from HCC **TO DO** 🔖 HASEWATER-29 - Pay the funds to **TO DO**	Jinmem	Kelly	**SIT IN PROGRESS**	**DONE**	**TODO**			

User Story = Test Cases

User Stories = Test Cases

Gherkin Language helps describe end-to-end scenario of application behavior

As a credit cardholder,
I want to use my credit card,
So that I can pay my purchases.

Scenario: Credit Cardholder Use the Card for Paying
Given I am a credit cardholder
When I pay with my credit card
Then my credit card is accepted
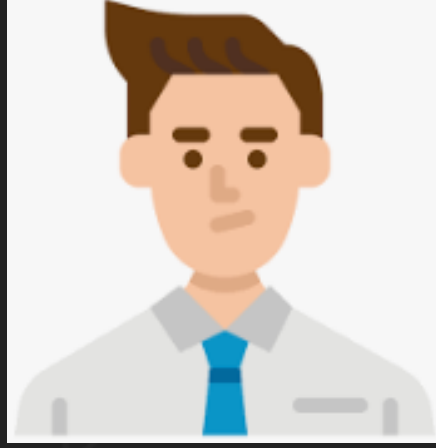
AC – Acceptance Criteria

Engineer

Tester

Comment/Use for development

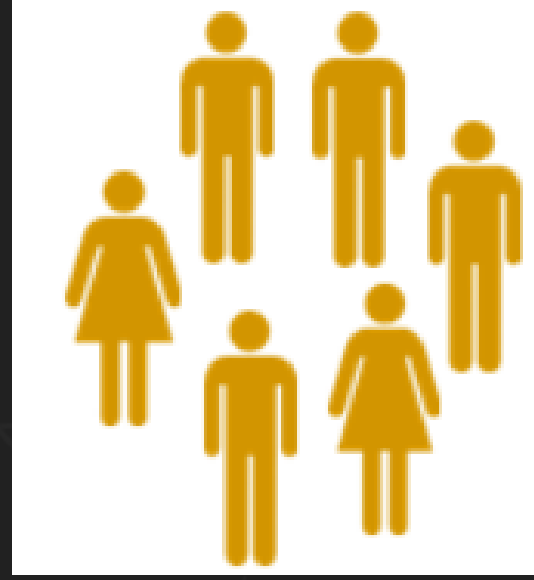Comment/Use for test

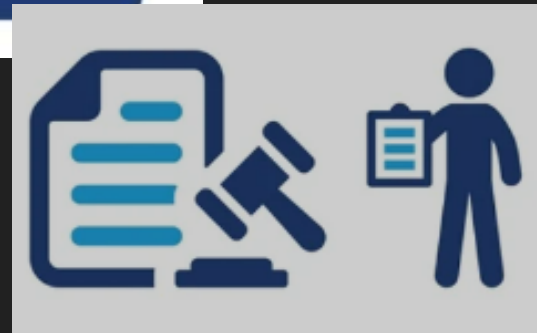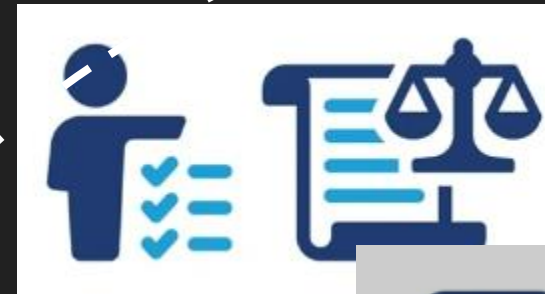Owen / make decision

Create and update

PO

BA

Cross Functional – Colocation is Recommended

TRANSFORM
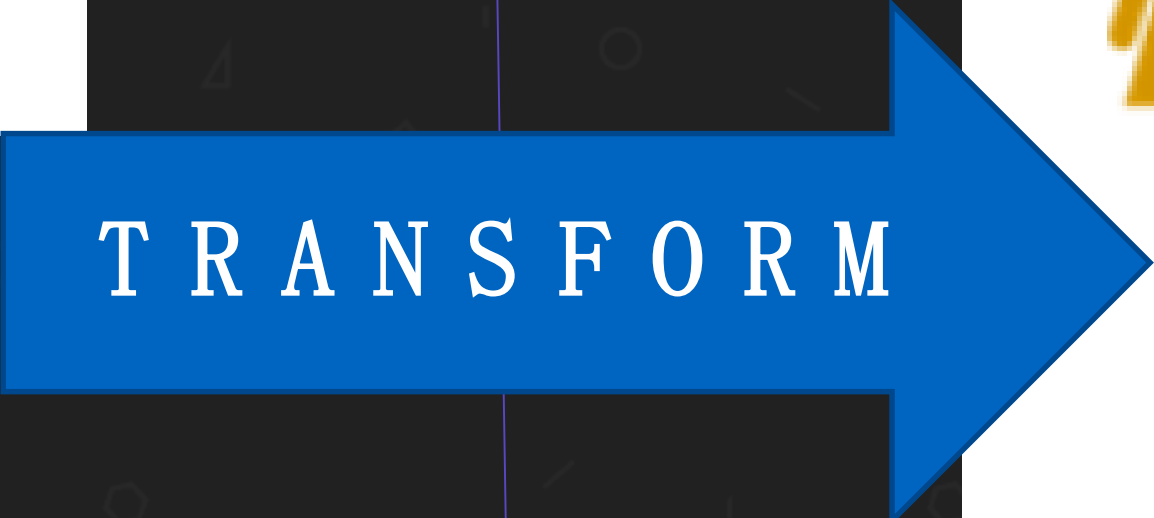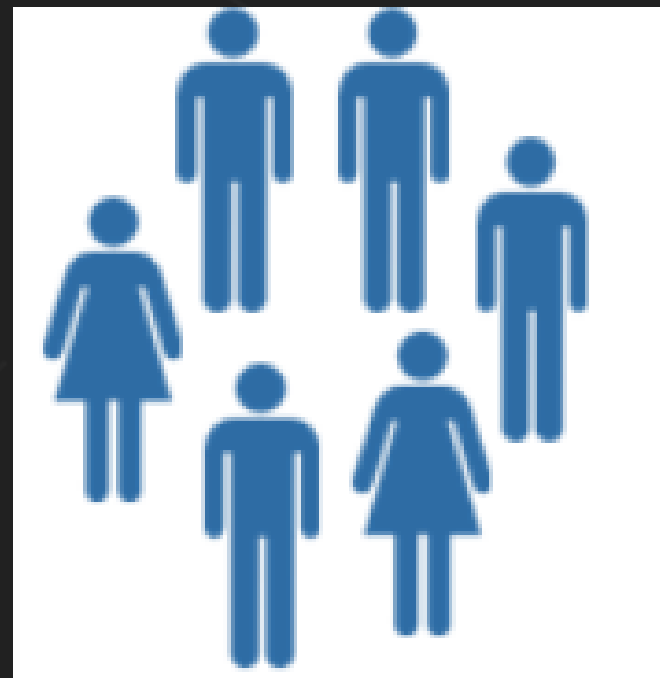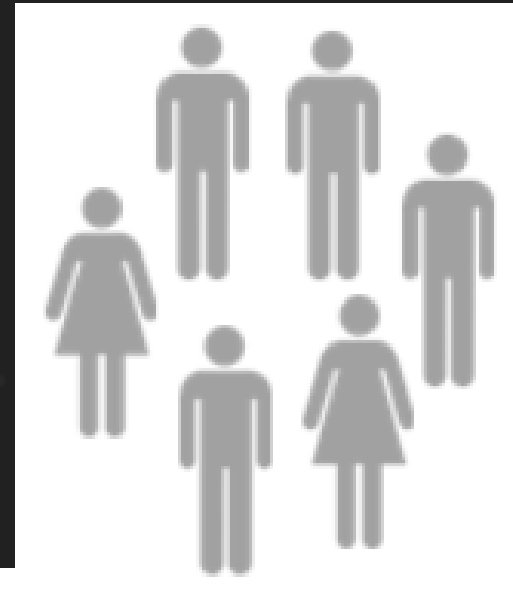
Regulatory and Compliance(RC) Fulfillment vs Agile

Meta Scrum

RC
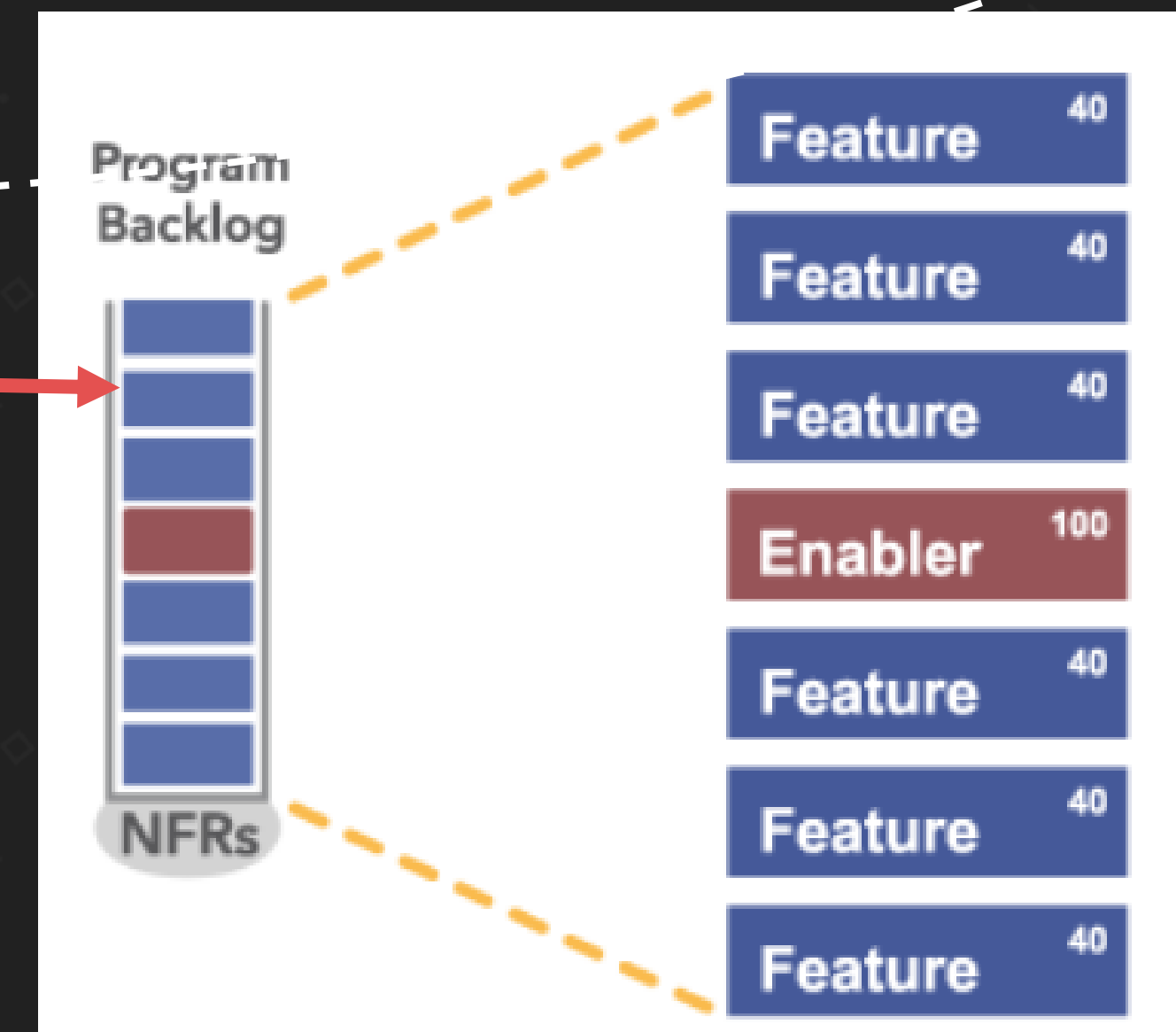(to identify RC items)

Program Lead
(to follow/track RC items)

PO
(to decide RC item priority)

The Team
(to burn the backlogs)

Phase	MS Lev	Secti	Milestones	Owner	Planned Finish	Lead tim
Execution	3	7.1.20	Training delivery completed			
Execution	**2**	**7.2**	**Legal**		31-Jan-24	84
Execution	3	7.2.1	Banking Service PLA4 HBEU			
Execution	3	7.2.2	Banking Service PLA4 IN			
Execution	3	7.2.3	Banking Service PLA3 AUS			
Execution	3	7.2.4	Banking Service PLA4 US			
Execution	3	7.2.5	Banking Service PLA4 CA			
Execution	3	7.2.6	IT and Ops IGSA			
Execution	3	7.2.7	NLS (National Language Support)			
Execution	3	7.2.8	NLS (National Language Support)			
Execution	3	7.2.9	Customer agreement: Client agreement/ Confirmation Letter, G			
Execution	3	7.2.10	BIA bank statement narrative - Billing items			
Execution	3	7.2.11	BIA bank statement narrative - Fund and defund			
Execution	**2**	**7.3**	**Finance and Reg Reporting**		11-Sep-23	20
Definition	3	7.3.1	Prioritize the currency to be deployed so to plan out these nostr			

Program Backlog

Feature 40

Feature 40

Feature 40

Enabler 100

Feature 40

Feature 40

Feature 40

NFRs

THANK YOU